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DDI Chrono I-0444285

SEP 1985

MEMORANDUM FOR: Inspector General

FROM: Deputy Director for Intelligence

SUBJECT: Draft IG Report on Language in the Agency

1. I have reviewed the subject study and congratulate you for its comprehensive examination of what has long been a thorny problem for the Agency. I agree with the report's general thrust, i.e., that each Directorate needs to do more to identify its language needs, survey its capabilities, and devise means to remedy any shortfalls. More specifically, I endorse recommendation #19 that calls upon the DI to prepare a statement of its position with respect to these objectives for review by the Language Development Committee (LDC).

2. Where I part company with the report is in those recommendations that propose a substantially greater role for the LDC at the expense, potentially, of the Directorates. During the recent, extended debate about developing the new Language Incentive Program (LIP), I understand that the issue of centralization versus separately administered Directorate programs came to the fore. Moreover, I am informed that the LDC concluded that the reason the old LIP had failed was because it attempted to enforce Agency-wide standards on Directorates whose language needs are inherently quite different. I perceive an inclination to reinvent this broken wheel in at least recommendations 8, 10, 14, and 17 of this report and in those portions of the text which imply that the Agency would benefit from a language Czar empowered to prescribe solutions to the Directorates.

3. In my opinion, the appropriate role for the LDC remains unchanged: to establish broadly stated goals for the Agency's language needs and to monitor the progress of the individual Directorates in meeting these objectives. I would not quibble with the LDC's receiving a new mandate or chairman to heighten its visibility, but I cannot support its being given the authority to define the language requirements of positions assigned to the DI or to become involved in our performance appraisal and promotion process. I am also opposed to the notion of a permanent staff for the LDC and to its having the capacity to "issue regulations."

4. These reservations notwithstanding, I support the majority of the report's recommendations and, more specifically, agree with the following points in the Executive Summary:

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- o "that the Agency, despite general recognition of the importance of language, has in fact done very little to implement a comprehensive approach to its development."
- o "the LIP....(has) eclipsed the development of a total language system and put the burden for improving language capabilities on the backs of the employees, hoping that financial self-interest would substitute for demanding and consistent management actions."
- o "that it is vitally important that the effort to enhance our language capabilities be linked with and incorporated into Agency management and personnel policies and practices."

On the latter point, I would add the phrase "at the Directorate level." I make this suggestion because both hard-won experience and our established system of decentralized personnel management through the four Deputy Directors indicate that this is the only practical approach. It is the DDs who are in the best position to know the language requirements of their directorates and to take those personnel management measures (in addition to monetary incentives) most appropriate to meet these needs.

5. To address such needs at the Directorate level, I am prepared to establish a Language Committee for the DI. Moreover, I would ask this committee to begin its work by acting on recommendations 10, 11, 13, 14, 15, and 17 through 20 of your report in the ways best suited to our program. In short, I look with favor upon the goals identified by your staff and only seek to preserve Directorate control over the means by which they are achieved.

[Redacted Signature Box]

*for* Robert M. Gates

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Attachment:  
List of IG Recommendations

cc: [Redacted] Chairman  
Language Development Committee

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Helene Boatner, Director  
Office of Management, Planning and Services

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